



Director, President COO & CFO  
**Katsuhiko Yoshida**

## Gradually passing the baton over to the younger generation while hastening corporate growth with a focus on “execution”

My name is Katsuhiko Yoshida and I have been appointed to serve as Director, President COO & CFO effective April 2, 2023, after having previously served as Director, Senior Managing Executive Officer, CFO.

Under the new structure, I will take over the role of COO from Chairman Yoshihisa Kainuma and will concurrently serve as CFO as stated in the CEO's Message. I will assume responsibility for aspects of execution as the COO, based on the management strategy formulated by the CEO. However, this does not mean that clear distinctions will be imposed on the scope of duties from the outset of the new structure, but instead I will assume responsibilities gradually over time, as depicted by the color gradient in the diagram shown on the right. At the same time, when it comes to responsibilities within the executive domain, Chairman Kainuma will continue to handle duties going forward in terms of tasks unique to or best suited to Chairman Kainuma.

Next, I will briefly describe my background. I joined Minebea Co., Ltd. as a new graduate and initially gained experience in its administration department. Subsequently, I worked as an expatriate for about 10 years in mass production plants located in Singapore and Thailand. I furthermore handled a wide range of business including that of motors, and was involved in numerous M&As that involved my taking on various roles. The experience I gained through my involvement with numerous business operations - and many employees in those settings - equipped me with a profound understanding regarding the Company's extensive range of business activities and enabled me to become acquainted with employees working in a multitude of departments. In recent years, I assumed the role of CFO and subsequently took charge of financial management of accounting and corporate finance for the entire MinebeaMitsumi Group.

Serving as the officer in charge of M&A, I have overseen the entire M&A process from planning to closing, including the subsequent Post Merger Integration (PMI) over the process of business integration. PMI entails challenges above and beyond working with companies subject to integration - extending from practical aspects of business integration and creating synergies to formulating and implementing a growth strategy. As such, it is important to ensure candid exchange of opinions on an equal footing with employees who have become new members of the Group.

I am proud of the strengths I have amassed through my extensive and profound hands-on involvement in PMI in the rapidly growing MinebeaMitsumi Group, both in terms of its progress in achieving organic growth and expansion over numerous instances of business integration. Moreover, I believe these strengths serve as a significant asset in enhancing our execution capabilities toward achieving our management targets.

Meanwhile, I will also focus on creating mechanisms that enable us to pass down such assets and expertise to the next generation of management. In conjunction with Chairman Kainuma, I will identify and develop young talent who have potential to assume leadership of the MinebeaMitsumi Group over the generations to come. I will actively have such talent assume key positions that constitute tough assignments, thereby providing them with various experiences including not only success but also the opportunity to learn from failure at an early stage. Through this, I hope to prompt development of many employees who go on to assume the next generation of management. I also seek to hand over the role of CFO to new individuals relatively early on. I am creating a pool of capable individuals who are able to take on such roles. I have accordingly initiated opportunities that entail

mirroring of CFO tasks.

As the COO, I am determined to achieve the net sales and operating income targets for the fiscal year ending March 2029 of 2.5 trillion yen and 250 billion yen, respectively. I have a clear vision of what it will take to achieve that objective. By harnessing the INTEGRATION capabilities of the entire Group, I will accordingly ensure completion of each of the executive matters. Moreover, given that the business environment in which we

operate has been subject to constant change, we have entered an era where everyone encounters difficulty in forecasting the direction of such change. Amidst this scenario of drastic change, I believe that my mission is that of enhancing the INTEGRATION capabilities of the MinebeaMitsumi Group under the new structure, thereby handing over to the next generation a company that fulfills its corporate social responsibilities and consistently achieves increasing corporate value.

### Divisions of roles for strategy and execution toward the next generation

